

Prepare for a negotiation	
<p><b>#1. Define your goals</b></p> <ul style="list-style-type: none"> <li>• What are your objectives? Your interests?</li> <li>• What is important to you?</li> <li>• What is not important to you?</li> <li>• Avoid bottom line thinking</li> </ul> <p><b>#2. Understand the other person's goals and interests</b></p> <ul style="list-style-type: none"> <li>• What goals and interests does the other person have?</li> <li>• Separate the person from the problem</li> <li>• What is important to them?</li> <li>• What assumptions do you have?</li> </ul> <p><b>#3. Identify shared goals</b></p> <ul style="list-style-type: none"> <li>• What is the shared purpose?</li> <li>• What are the shared goals/interests?</li> <li>• Do you have interests that differ but do not conflict?</li> </ul>	<p><b>#4. Consider a range of acceptable outcomes</b></p> <ul style="list-style-type: none"> <li>• What are possible solutions that could be acceptable?</li> <li>• Brainstorm ideas but don't make decisions</li> <li>• Do your goals exclude other acceptable solutions? Broaden them!</li> <li>• <b>Use a circle chart to brainstorm options</b></li> </ul> <p><b>#5. Find a fair standard</b></p> <ul style="list-style-type: none"> <li>• What are objective criteria you can use to help determine the outcome?</li> </ul> <p><b>#6. Consider communication styles under stress</b></p> <ul style="list-style-type: none"> <li>• What is your communication style under stress?</li> <li>• Do you know what the other person's style under stress is?</li> <li>• <b>Take the "style under stress" test</b></li> </ul> <p><b>#7. Identify best negotiating style</b></p> <ul style="list-style-type: none"> <li>• How does this person's style or interests affect how to proceed with the negotiation?</li> <li>• What approach would make this negotiation most successful?</li> </ul>
Conduct a negotiation	
<p><b>#8. Discuss key issues in priority</b></p> <ul style="list-style-type: none"> <li>• Walk in with a clear idea of the issues</li> <li>• Start with most important issue</li> <li>• Lead with least controversial issue</li> </ul> <p><b>#9. Encourage open dialogue</b></p> <ul style="list-style-type: none"> <li>• Get relevant information on the table</li> <li>• Share interests</li> <li>• Share your facts and conclusions</li> <li>• Encourage reciprocity</li> <li>• Don't get stuck on your position</li> <li>• Allow space for a differing opinion</li> </ul> <p><b>#10. Be an active listener</b></p> <ul style="list-style-type: none"> <li>• What is the other person's viewpoint?</li> <li>• Don't interrupt or argue</li> <li>• Make acknowledgements and phrase them positively</li> <li>• Repeat your understanding</li> <li>• Ask questions</li> </ul>	<p><b>#11. "Step out" of the conversation to move forward</b></p> <ul style="list-style-type: none"> <li>• What are you doing?</li> <li>• Are your motives in line with your identified goals?</li> <li>• Are you separating the person from the problem?</li> <li>• What impact are you having?</li> <li>• Is your communication under stress?</li> <li>• How is the other person reacting?</li> <li>• Is the other person's communication under stress?</li> </ul> <p><b>#12. Repair dialogue</b></p> <ul style="list-style-type: none"> <li>• Apologize if appropriate</li> <li>• Use "I don't intend, I don't mean" ...statements</li> <li>• Find and state mutual purpose</li> </ul> <p><b>#13. Find value out of conflict</b></p> <ul style="list-style-type: none"> <li>• Focus on interests instead of positions to find a solution</li> <li>• What are areas of common ground you discovered?</li> <li>• Identify and relay common ground</li> <li>• What are the joint gains of the conflict?</li> </ul>